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ABSTRACT

This guide to the responsibilities and regulations for library trustees in Idaho includes a brief history of Idaho libraries; regulations for the appointment of trustees; a directory of the state's regional library system and the public, district and school/community libraries within each district; a description of state aid distribution to these libraries; programs and services of the state library; and information on financing for public and district libraries, including annual report requirements. Appendices contain a reprint of "The Trustee of a Small Public Library" by Virginia Young, sample bylaws for libraries, a policy manual, guidelines for the trustee of a library cooperative system, and a glossary of library terms. (RAO)

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HANDBOOK

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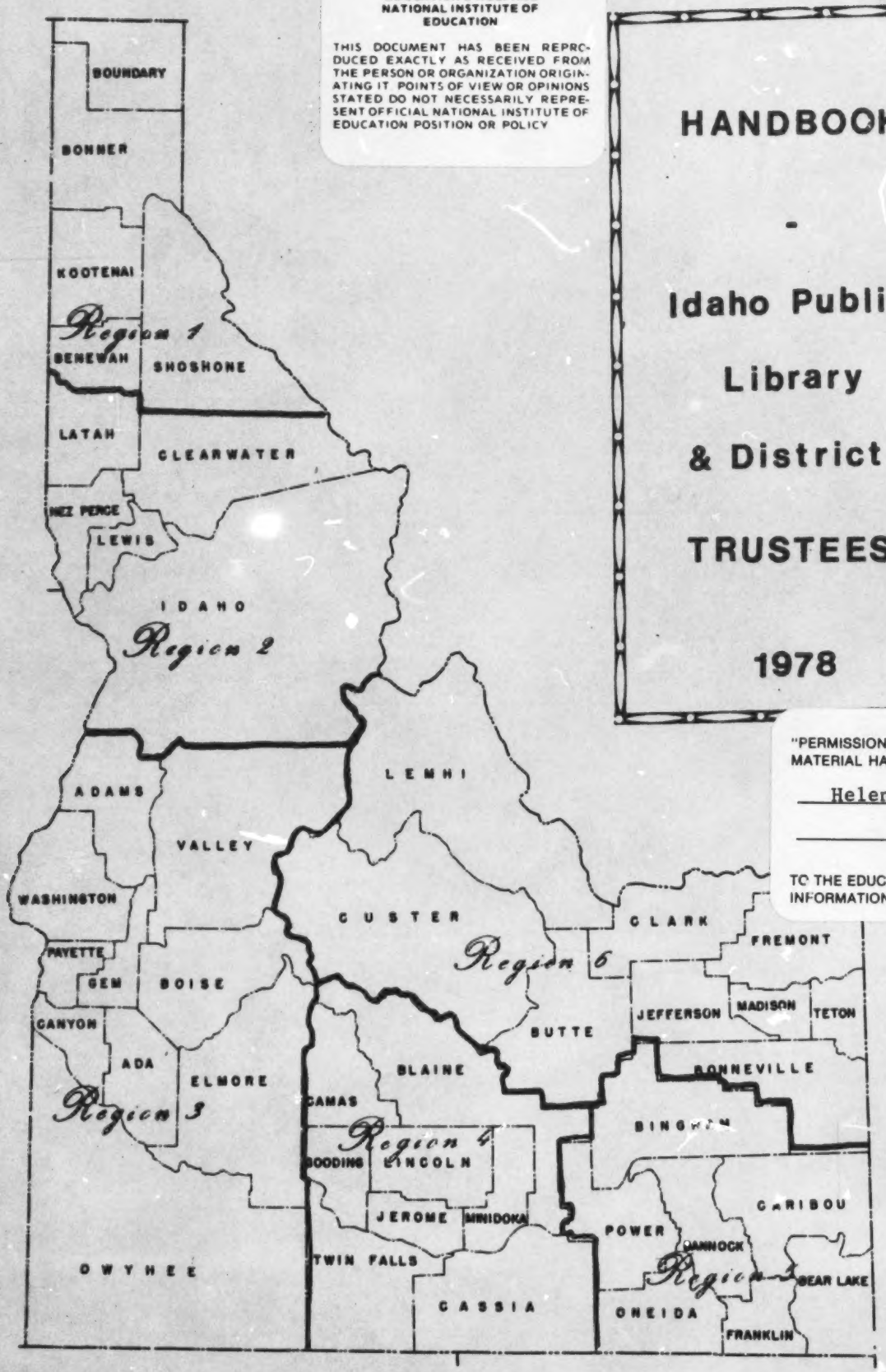
Idaho Public Library & District TRUSTEES

1978



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A BRIEF HISTORY

Early newspaper accounts mention lending libraries in Idaho during the gold rush period. These disappeared, and when women's clubs began to flourish at the beginning of the 20th century many of them established circulation libraries and reading rooms. From this came today's public libraries.

The Idaho Public Library Law was enacted in 1901, setting the tax levy at one mill. This maximum levy was raised to 2 mills in 1919, to 3 in 1945, and to the current 5 mills in 1963. (However, it is no longer sufficient for a library board to just ask for a budget of "x" mills -- since 1969 all taxing units must prepare a budget and certify the amount in dollars, not mills.) The Public Library Law is found in the Idaho Code, Chapter 26 -- Sections 33-2602 through 33-2608.

The Public Library Law, in 1901 as well as now, provided for the establishment of a public library in the boundaries of a school district, and a tax levy for this purpose. However, only Pierce, Elk River, Snake River, and Sugar-Salem School Districts had established libraries under this law by the early 1950's. (Kuna and Rockland are more recent units established under this law, found in Section 33-2601 of the Idaho Code now.)

From 1900 to 1915, the prospect of money from Andrew Carnegie for the construction of new public library buildings, spurred on 11 Idaho cities to vote tax support for the operation of a public library. The Carnegie buildings were: Boise, Nampa, Caldwell, Weiser, Lewiston, Moscow, Wallace, Idaho Falls, Pocatello, Preston, and Mountain Home.

(Weiser's was at the Institute grounds, and abandoned many years ago; Pocatello's became a Historical Society museum when the new public library was constructed and dedicated in 1962; Nampa moved from their Carnegie in 1966, going to a remodeled bank; Boise moved to a remodeled warehouse in 1973; Caldwell and Mountain Home to new libraries in 1976; and Idaho Falls to the largest new public library in Idaho in 1977. The others -- Lewiston, Moscow, and Wallace in the North, Preston in the South -- have been expanded and remodeled slightly, but are crowded and outdated now after more than 60 years of service.)

The 1952 Biennial Report of the State Traveling Library listed 46 Idaho public libraries receiving some local tax support. The only service to rural areas was in those 4 school-community libraries. The Idaho Library Association then began to work diligently for passage of a county library law, to provide tax support for libraries beyond the borders of the cities. The Library District Law was adopted by the Legislature in 1955. It is found in the Idaho Code Chapter 27, Sections 33-2701 through 33-2723. The allowable mill levy for a District Library is now 3, with the budget to be based on "dollars" needed.

The Idaho State Traveling Library changed to the Idaho State Library in 1953, with a Board of 3 members appointed by the Governor. With State Reorganization in 1974, the Library became a Division under the Department of Education, with the Board appointed by the State Board of Education. (Sec. 33-2501 to 33-2510.)

In 1974 the Regional Library Systems Act was approved by the Legislature, providing a structure for greater cooperation and improved services. Each local library participating in a System has a trustee serving on the System Board. (See Sections 33-2609 through 33-2616.)

THE MANY ROLES OF TODAY'S LIBRARY TRUSTEES

1. THE PUBLIC LIBRARY TRUSTEE. (Idaho Code 33-2602 - 33-2607)

The Council of any city or village in Idaho is empowered to establish a public library and reading room, to levy a tax not exceeding 5 mills for the library fund... and to appoint a board of 5 library trustees "from among the citizens at large" with not more than one member of the council at any time to be a member of the board. The trustees hold office for 5 years, with one term expiring each year. Vacancies are to be reported to the council within 5 days, so that a new appointment may be made for the remainder of an unexpired term, or for a new term, as the case may be. No compensation is allowed. All board meetings are to be "open", as per Idaho's public meeting law. The five trustees meet regularly, have officers and by-laws, rules and regulations, and have exclusive control of the expenditure of the library monies. They may appoint a librarian and assistants, and prescribe rules for their conduct. An annual report is to be filed with the State Library.

As the library board members are appointed by the City Council, and as the library budget is to be sent to the Council for approval and setting of the final figure, the board often acts as an advocate for the library -- between the community and the Council -- rather than attempting to be an autonomous body. Each board needs to assess the political realities in its community and adopt a style which will be workable to achieve a good library program.

2. THE DISTRICT LIBRARY TRUSTEE. (Idaho Code 33-2701 - 33-2723)

When a District Library is first established, the County Commissioners appoint the temporary board of 5 members. On the second Monday in June these first trustees may stand for election, or new members may be elected, for terms which are staggered from 1 to 5 years. Thereafter, all vacancies are filled on this June election day, and the normal term of office is 5 years.

The District trustees are given more power than the Public Library trustees -- the District Library is a political subdivision, and operates much like a school district. The trustees may set the library's budget in dollars, within the limit of 3 mills, and certify this to the County Commissioners not later than the 2nd Monday in September. The law does not authorize the Commissioners to change the library's request. It is wise for District trustees to be aware of all County officials, and to maintain good working relations with them.

In lieu of establishing another independent library, some District trustees contract to purchase specific services from an existing library. (See notes in list of Libraries on following pages.)

District trustees may establish a library, may purchase or construct a suitable facility, and appoint a chief librarian (who serves as secretary to the board).

3. THE ASSOCIATION LIBRARY TRUSTEE. (Idaho Code 33-2608)

There is no limit on the number of trustees for an Association Library, and no restrictions on activities except that if tax support is received from the city the library must be "free" to residents of the city.

4. SCHOOL-COMMUNITY LIBRARY TRUSTEES. (Idaho Code 33-2601)

If there is no town of more than 1,000 population, and no public library, there may be a vote by school district electors to establish a public library, usually called a "school-community" library. The school district trustees may serve as the board, or may appoint other board members. The treasurer of the school district serves as treasurer.

5. REGIONAL LIBRARY SYSTEM TRUSTEES. (Idaho Code 33-2609 - 33-2616)

The six Regional Library Systems in Idaho are each governed by a Regional Board, with each participating library entitled to one trustee on the Board, and with those libraries serving a population base of more than 10,000 entitled to a second trustee. These local representatives to the Regional Board are to be selected by and from the governing boards of the participating libraries.

Terms are for 5 years, but not to exceed the term of office of the trustee on his or her local library board.

The System trustee is in a unique position to view the local library, and also the many other libraries making up the Regional System, and to influence far-reaching improvements. The System Board prepares a long-range plan of service, and presents to the State Library annually a detailed plan of System development and service.

The Systems were formally established in 1974, and in 1978 it is believed that all public and district libraries are active participants.

Funds for System operation are at this time State and Federal grants-in-aid, supplied by the State Library on a formula based on population served and square miles in the Region. Allocation of funds for Regional expenditures is determined by the System Trustees. The budgets usually include Headquarters personnel, Reference and Interlibrary Loan service, Workshops and training sessions, per capita grants -- or incentive grants, or special needs grants, or just book grants. (See listing of "State Aid Distribution FY79" for full information on the elements considered in the State formula.)

6. IDAHO STATE LIBRARY BOARD. (Idaho Code 33-2501 - 33-2510)

The 3 trustees are appointed by the State Board of Education, with terms of 3 years each, expiring June 30. The State Superintendent of Public Instruction is an ex officio member. The State Librarian serves as secretary to the Board.

7. CLUB LIBRARIES.

Many Idaho public libraries began as a Club Library, and gradually grew to attain official status and a tax base. Club members may function as a "Library Committee", and may participate in Regional Library System programs in a non-voting capacity.

IDAHO'S REGIONAL LIBRARY SYSTEMS, and the PUBLIC, DISTRICT, and SCHOOL/ COMMUNITY LIBRARIES within each Region

REGION I. PANHANDLE REGIONAL LIBRARY SYSTEM.
(HQ - 5132 Government Way, Coeur d'Alene 83814 - ph. 772-7456)

PUBLIC LIBRARIES: Coeur d'Alene, Sandpoint, Post Falls, Harrison, Rathdrum, Kellogg, Osburn, Wallace, Mullan, St. Maries, Plummer, Athol, Spirit Lake, Priest River
DISTRICT LIBRARIES: Boundary, East Bonner, Kootenai, Hayden Lake Area, Northside, Pinehurst-Kingston
CLUB LIBRARIES (no tax support): Priest Lake

(Contracts for joint services: Sandpoint and East Bonner contract together, as do Coeur d'Alene and Kootenai. Each operates from the city library building, with one staff and joint board meetings.)

REGION II. NORTH CENTRAL REGIONAL LIBRARY SYSTEM.
(HQ - Nez Perce County Library, Thain Road, Lewiston 83501 - ph.743-2561)

PUBLIC LIBRARIES: Moscow, Lewiston, Grangeville, Riggins
DISTRICT LIBRARIES: Latah, Nez Perce, Lewis, Clearwater
SCHOOL/COMMUNITY LIBRARIES: Pierce, Elk River
VETERANS' MEMORIAL: Clearwater (The District contracts with the Memorial)
CLUB (no tax support): Elk City

(Contracts for joint services: Moscow and Latah County contract, and have one headquarters building with one staff and joint board meetings. Benewah and Clarkia contract with Moscow/Latah for bookmobile service and books-by-mail. Benewah also contracts with St. Maries (listed above in Region I) for service to rural residents. Lewis contracts with Nez Perce County for bookmobile service and the branch outlet at Kamiah. The Clearwater District contracts with the Clearwater Memorial Library, established under the old Veterans' Memorial law, providing District tax monies for operation of the Library and including the branch outlet at Weippe, as well as the library at Orofino, and has another contract with Nez Perce for services.)
(Branches: Latah County has branch units at Potlatch, Genessee, Juliaetta, and Troy. Lewiston has a unit known as the Pioneer Park Branch, and one called the Tsceminicum Branch on Thain Road. Weippe is part of the Clearwater District and Kamiah is part of the Lewis District.)

REGION III. SOUTHWESTERN IDAHO REGIONAL LIBRARY SYSTEM.
HQ - Boise Public Library, Capitol Blvd., Boise 83706 - ph. 384-4269)

PUBLIC LIBRARIES: Boise, Eagle, Garden City; Caldwell, Middleton, Nampa, Notus, Parma; Glenns Ferry, Mountain Home; Emmett; Homedale; New Plymouth, Payette; Cascade, McCall; Weiser
DISTRICT LIBRARIES: Meridian; Council Valley; Horseshoe Bend, Boise Basin; Wilder; Eastern Owyhee; Cambridge, Midvale
SCHOOL/COMMUNITY LIBRARIES: Kuna
CLUB (no tax support): Meadows Valley; Garden Valley; Bruneau

REGION IV. MAGIC VALLEY REGIONAL LIBRARY SYSTEM.
HQ - Twin Falls Public Library, Twin Falls 83301 - ph. 733-2964)

PUBLIC LIBRARIES: Twin Falls, Buhl, Filer, Hansen, Kimberly; Bellevue, Hailey; Burley; Gooding, Hagerman, Wendell; Jerome; Shoshone; Rupert
DISTRICT LIBRARIES: Little Wood River; Camas County; Oakley; Richfield; Minidoka
CLUB (no tax support): Community Library Association (Sun Valley), Albion

(Contracts for joint services: Minidoka contracts with Twin Falls for bookmobile services.)

REGION V. GATEWAY REGIONAL LIBRARY SYSTEM.
HQ - Portneuf District Library, 5210 Stuart, Pocatello 83201 - Ph.237-2192)

PUBLIC LIBRARIES: Pocatello; Aberdeen, Blackfoot, Shelley; Soda Springs; Preston
DISTRICT LIBRARIES: Portneuf, South Bannock; Bear Lake County; Oneida County; Franklin; American Falls; Grace
SCHOOL/COMMUNITY LIBRARIES: Snake River
RESERVATION LIBRARIES: Shoshone-Bannock (Fort Hall)

(Contracts for joint services: Franklin District contracts with Preston Public for joint operation of the Public Library and service county-wide.)

(Branches: Pocatello has a branch within the City at Raymond Park. South Bannock District has branch units at Lava Hot Springs and at Downey; Bear Lake District has a branch at Paris as well as the main library at Montpelier.)

(Out-of-state contracts: Oneida County contracts with the Utah State Library for bookmobile service to the Stone and Holbrook areas of Oneida.)

REGION VI. EASTERN IDAHO REGIONAL LIBRARY SYSTEM.
HQ - Idaho Falls Public Library, Broadway Avenue, Id. Falls 83401 -Ph.529-1450)

PUBLIC LIBRARIES: Idaho Falls; Challis; Ashton, St. Anthony; Rigby, Ririe, Roberts, Lewisville; Gibbonsville, Leadore, Salmon
DISTRICT LIBRARIES: Lost River (Butte County); Clark County; Mackay; Fremont; West Jefferson; Madison; Valley of the Tetons (Teton County)
SCHOOL/COMMUNITY LIBRARIES: Sugar-Salem

(Contracts for joint services: Fremont District contracts with both Ashton and St. Anthony public libraries for service to the rural areas of the County.)

(Branches: West Jefferson District operates three branch units, at Hamer and at Menan and Terreton. Lost River has a branch at Howe as well as the main library at Arco.)
(County funding is provided for Gibbonsville and Leadore, not city funding.)

STATE AID DISTRIBUTION FOR FY 79
REGIONAL LIBRARY SYSTEM GRANTS

FORMULA:

The total population served by a Regional member of public libraries, plus the total square miles in each region, equals the "units of entitlement". The total dollars available for Regional Library System Grants is divided by the total units of entitlement statewide. The value of each unit of entitlement is then multiplied by the number of units for each Region to arrive at the total dollars in State Aid Grants they will receive.

FY 79 State Dollars = $183,000 ($0.25607 per unit)
FY 79 Federal Dollars = $317,000 ($0.44357 per unit)

REGION	A + POP.SERVED	%	POP. UNSERVED	%	TOTAL POP.	B = SQ MILES	C TOTAL UNITS
I	87,832	92%	7,936	8%	95,768	6,570	94,402
II	80,241	90%	8,582	10%	88,823	14,544	94,785
III	202,306	71%	82,947	29%	285,253	21,705	224,011
IV	69,389	57%	52,121	43%	121,510	11,460	80,849
V	111,577	90%	12,207	10%	123,784	9,200	120,777
VI	88,668	75%	29,022	25%	117,690	19,171	107,839
TOTALS	640,013	77%	192,815	23%	832,828	82,650	722,663

REGION	UNITS/ENTITLEMENT	(.25323) STATE $	(.43866) FEDERAL $	TOTAL GRANT
I	94,402	23,906	41,410	65,316
II	94,785	24,003	41,578	65,581
III	224,011	56,726	98,264	154,990
IV	80,849	20,473	35,465	55,938
V	120,777	30,584	52,979	83,563
VI	107,839	27,308	47,304	74,612
TOTALS	722,663	183,000	317,000	500,000

Population served/unserved derived from Bureau of Census estimates for July 1976. See attached sheets for break-out of individual service areas by Region.

HISTORICAL INFORMATION: Total Grant Distribution by Fiscal Year

REGION	FY 1977	FY 1978	FY 1979
I	$ 66,750	$ 67,086	$ 65,316
II	$ 67,250	$ 67,663	$ 65,581
III	$154,700	$154,189	$154,990
IV	$ 54,800	$ 57,557	$ 55,938
V	$ 79,300	$ 80,566	$ 83,563
VI	$ 77,200	$ 72,939	$ 74,612
TOTALS	$500,000	$500,000	$500,000

FINANCIAL ASSISTANCE FROM THE IDAHO STATE LIBRARY

In 1956 Congress enacted the Library Services Act which gave all State Libraries a broader role in the development of better library service in rural areas. In the 1960's the act was amended and expanded, to 1) provide assistance to any inadequate public library, whether rural or urban; 2) aid in public library construction; 3) assist in the improvement of library service for residents of state institutions; 4) aid in library service to the blind and physically handicapped; and 5) encourage interlibrary cooperation to make more materials available to the users.

The early 1970's added the emphasis of providing library services for the disadvantaged, the Indian, the Migrant, the rurally isolated, the functionally illiterate, the poor, the aged, the pre-schooler, and other persons who have not been reached by conventional public library services.

An Advisory Council, representing citizens, users, and librarians, is appointed by the State Library Board to aid in planning programs under LSCA.

The major distribution of federal LSCA funds is to the six Regional Library Systems. These cooperative library systems were developed in the late 60's following a series of self-studies by the trustees and librarians to find the best pattern to provide state-wide library service to all Idahoans. In 1974 these library co-operatives were recognized formally by the Idaho Legislature with the adoption of the Regional Library System laws.

Under the Systems law, all public library boards have joined the respective System in their geographical area, and have 1 or more board members regularly attending the System Board meetings. The System Boards are then responsible for budgets and projects at the regional level. The System Boards adopt plans and budgets for the year based on their knowledge of the needs of that entire Region. Sub-grants are made to member libraries, additional books are purchased for use within the Region, interlibrary loan services are rendered, advice and assistance are provided with regular meetings of the librarians and the trustees to share problems and solutions.

The State Library Board goes to the State Legislature each year to obtain funds from the State General Fund to support the "State Grants" programs of the State Library. In Fiscal Year 1979 these funds, plus the LSCA funds, will be allocated on the basis of the population of the local library units participating in the Regional System and the total number of square miles in the Region. Funding for the Regional program is $183,000 State and $317,000 Federal in FY79 (the same as FY77 and FY78).

The State Library also provide financial assistance to local libraries in the form of Establishment Grants, Continuing Education Grants, and Construction Grants. All of these grant monies come from State funds.

Establishment Grants are made to newly formed Library Districts at 50¢ per capita to enable them to begin service and to assist with the expenses involved in start-up operations. Continuing Education Grants are provided for Idahoans who wish to attend an accredited library school, go to a library workshop or institute, or in some other way improve their library skills. ($20,000 appropriated for FY79).

Construction Grants are distributed to local libraries on a maximum 60% State to 40% Local ratio to assist with the improvement of inadequate physical facilities. $154,000 is available in FY79 for library construction and remodeling grants.

FINANCING YOUR LIBRARY SERVICES

A good library depends on many things -- a good librarian, an adequate building and collection, cooperation with other libraries, a sympathetic city/county administration, and enough money. Finding the money is a major responsibility of the Trustees.

In a day and age of tighter library budgets, all of us must become more articulate in expressing our goals, objectives, and priorities for libraries. We have always thought that libraries were as "American as apple pie"; we are now finding that with budget cuts Government Administrators are having to determine priorities, and the libraries often come out on the short end of the budget.

1. PUBLIC LIBRARIES. The maximum library levy is 5 mills. (It is, however, possible for the city to budget additional monies from the General Fund to the library if the Board shows the need, and if the revenue is available. It is also possible for the city to assist the library with extras like paying the insurance, telephone, fringe benefits for personnel, janitorial services, etc. These can all be part of the general city budget, and not deducted from the library's 5 mills, if the city administration is sympathetic and solvent.)

The Idaho law currently requires that all budgets be made in terms of dollars, rather than mills. Thus even though the library may ask for the 5 mills it must be based on a budget outlining your dollar request for salaries, operating expenses, book and library materials, furniture and equipment, etc.

(In preparing a budget the first step is a demonstrated efficiency in the spending of present funds. This is accomplished through adequate records of service and its cost. Consider the number of books purchased the previous year, the amount of inflation, the number of books which will provide reasonably adequate service for the next year, the minimum wage (be sure the library staff is at least that level) required fringe benefits (unemployment insurance, workmen's compensation, social security), necessary charges for utilities, etc.)

The public library budget should be drafted early enough to allow time to gather information and statistics to support your request. It will be presented to the city council and mayor upon their request, and, the board should request a hearing so that all board members may attend and speak in support of the library request. Constant vigilance is needed prior to the Council adopting a final budget, and a board member should be assigned the responsibility to attend Council meetings.

The city may also have a bond election for library building construction. Up to half of the library's 5 mill levy may be budgeted and saved for building purposes.

2. DISTRICT LIBRARIES. The district library is a political subdivision, as is a school district, with elected trustees, and sets its own levy. The maximum levy is 3 mills, and the budget must be certified in dollars to the county commissioners by the end of August, so it may be included when the full county levy is set on the second Monday in September.

Funds may be invested for future needs, such as building or purchase of a bookmobile. A bond election may be held to fund the construction of a new library building.

3. ANNUAL REPORTS. The Idaho Code requires every local library board of trustees to file a report of the operations of the library for the fiscal year just ended, stating the condition of their trust, the various sums of money received from all sources, the expenditures, and other information they may deem of interest or the State Library Board may require.

THE IDAHO STATE LIBRARY

A brief history

The Idaho State Library was established by the Idaho Legislature in 1901, with the responsibility "to foster and promote library service in the State of Idaho." Other functions have been added in later amendments to the Code, including the administration of federal and other grants, assistance in establishment and financing of a statewide program of Regional Library Systems, and to contract with other libraries or agencies, within or without the State of Idaho, to render library services to Idaho citizens.

The State Library is housed in the State Library and Archives Building, at the East end of the Capitol Mall in Boise, and shares the building with the library functions of the State Historical Society and the Genealogical Library.

The State Library is an agency within the large State Department of Education, and the State Library Board of Trustees is appointed by the State Board of Education. The State Library Board consists of 3 members appointed for overlapping three year terms and the State Superintendent of Public Instruction, ex officio. The State Library Board is the designated body which manages the State Library, and makes rules governing the Library's services and program, and accepts, reviews and awards grants.

The first Biennial Report, 1901-03 provides a good staring point from which we can illustrate the growth and success of the State Library in Idaho.

"The Idaho Free Library Commission was organized and held its first meeting at Moscow, April 1st, 1901...it received from the Columbian Club of Boise 14 traveling library cases fully equipped; and $30.68 in cash, the gift of the women of Hailey... Library work is so new in Idaho that discouragements are to be expected, but the public is responding remarkably to the Commission's efforts...The most serious difficulty that the Commission has had to contend with has been the failue of some of the library cases to move promptly. In many instances the condition of the stage roads at certain seasons of the year is responsible..."

From that beginning of 14 shipping cases, and a room in the Statehouse, the State Library has grown to a collection of more than 110,000 books, PLUS "Talking Books" on phono-disc and tape for the Blind & Physically Handicapped, films and recordings, video cassettes, magazines and newspapers.

The problems and the services have also expanded since 1901 to keep pace with the growth and development within Idaho. The Idaho State Library functions through a partnership of local libraries, regional library systems, and the State Library services, with a careful blending of local, state and federal funds.

It is the goal of the State Library to provide every individual in Idaho with the equal opportunity for access to that part of the total information resource which will satisfy the individual's education, working, cultural, and leisure-time needs and interests, regardless of the individual's location, social or physical condition, or level of intellectual achievement.

The Idaho State Library provides services to all citizens in Idaho either indirectly through local public libraries, or through one of the grants or public service programs, or directly, as in the case of State employees, inmates at the Penitentiary, or Blind & Physically Handicapped patrons.

PROGRAMS AND SERVICES OF THE IDAHO STATE LIBRARY

PROGRAM 01 - STATE GRANTS AND LIBRARY CONSTRUCTION

GOAL: *To assist in the provision of better library services for all Idahoans, with more equal access to and a better understanding of information resources, by providing State and Federal grants to the Regional Library Systems; Establishment grants to newly formed District Libraries; and programs of Continuing Education for library personnel and patrons; and assist public libraries with needed construction projects, through matching grants of State funds.*

This program is entirely grants -- no personnel, operating, or capital outlay. In FY 79 it will provide $500,000 ($183,000 State + $317,000 Federal) for Regional Library System Grants; $15,000 (State) for Establishment Grants; $5,000 (State) for Continuing Education Grants; and $154,000 (State) for Construction Grants.

PROGRAM 02 - STATE LIBRARY SERVICES

A. ADMINISTRATION & DEVELOPMENT

GOAL: *To meet all statutory requirements and obligations of the State Library, and to assure that all agency programs are efficiently and effectively operated for the advancement of library service in Idaho.*

Provides the basic administration, program development and evaluation, the programming and planning for state-wide Continuing Education events, maintenance of physical facilities occupied by the State Library, budgeting, reporting, and research for the State Library Board, and consultations with local libraries.

B. PUBLIC SERVICES

GOAL: *To provide a centralized collection of reference and information resources, and the staff to interpret the collection and assist users; to aid libraries serving the Institutionalized, ethnic groups such as the Indians and Migrants; and to promote maximum utilization of materials and personnel in Idaho libraries through programs of resource charging, interlibrary cooperation and communication, and coordination of specilaized information retrieval programs.*

Includes the traditional library functions, the maintenance of a library collection, reference and interlibrary loan services, cataloging, etc. The State Library maintains Last Copy storage, a system for preserving one copy of a title at the state level as local libraries discard old titles. A 16mm film collection of more than 1,100 titles is available for public library programs, at no charge, and may be rented by the public for a nominal charge. The combined collections of the State Library and State Historical Society in the areas of State and Federal Documents and Idaho Newspapers is one of the most complete in the state. Health information is provided to health professionals through the use of medical information networks such as HIRC. Services and materials are provided through special grants and direct service to Fort Hall Indian Reservation, State Penitentiary, Caldwell Labor Camp, etc. Interlibrary loan services to the state are enhanced through participation in the Pacific Northwest Bibliographic Center and other search and retrieval services.

C. BLIND & PHYSICALLY HANDICAPPED SERVICES

GOAL: *Provide special format materials to all eligible persons of the quality and quantity found in a good public library, and lend these materials in an efficient and timely manner.*

Includes books recorded on discs, cassettes, large print, magazines, sculpture, and special recordings of requested items such as textbooks for students, and a radio reading service or "talking newspaper" broadcast four hours each weekday.

LIBRARY DISTRICTS IN IDAHO - Date Established - Area Included

1955. July 27 - Grace. Caribou County, same as Commissioners District 3.
Sept. 8 - Council Valley. Adams County, same as School District 13.
1956. Nov. 6 - Boundary. Entire County.
1958. Mar. 11 - Oneida. Entire County.
May 3 - Latah. Remainder of County, outside city of Moscow.
July 29 - Portneuf. Bannock County, same as School District 25, but omitting city of Pocatello.
Aug. 12 - Madison. Remainder of County, outside of Sugar-Salem School Dist.
Aug. 12 - Nez Perce. Remainder of County, outside city of Lewiston.
Sep. 5 - Bear Lake. Entire County.
1962. May 22 - Lewis. Entire County.
June 5 - Lost River Community. Butte County, in entirety.
1965. Apr. 12 - Boise Basin. Boise County, Eastern portion.
1966. Jan. 24 - Valley of the Tetons. Teton County, Southern portion.
Aug. 22 - Midvale. Washington County, same as School District 433.
Nov. 8 - Benewah. The County, except towns of St. Maries and Plummer.
Nov. 8 - Clearwater. The County, except Pierce and Elk River Districts.
Nov. 16 - South Bannock. The County, except Pocatello and Portneuf District.
Dec. 6 - Fremont. The County, except cities of Ashton and St. Anthony.
1967. July 10 - Richfield. Lincoln County, Northern area.
Nov. 27 - Clarkia. Shoshone County, Southwestern corner.
1968. Dec. 9 - Little Wood River. Blaine County, Eastern portion.
Dec. 17 - Eagle. Ada County, same as water and fire district for city. (Dissolved May 31, 1974 and absorbed by city of Eagle.)
1969. Feb. 10 - Minidoka. Eastern portion of the County.
1971. Dec. 13 - Horseshoe Bend. Boise County, Southwestern portion.
1972. Sep. 13 - Mackay. Custer County, Southeastern section.
Oct. 19 - Camas. The County.
Nov. 7 - Franklin. The County, except city of Preston.
1973. Jan. 8 - Jefferson. The County, Eastern portion, except Rigby, Ririe.
Aug. 1 - Oakley. Cassia County, Southwestern area.
Nov. 13 - Cambridge. Washington County, same as School District.
Dec. 7 - East Bonner. Bonner County, Eastern area except Sandpoint.
1974. Aug. 27 - Meridian. Ada County, West-central area, except Meridian (city).
Dec. 16 - Eastern Owyhee. Owyhee County, similar to Grandview School District.
Dec. 16 - Northside. Shoshone County, area north of Wallace.
1975. Aug. 26 - Meridian District accepted city of Meridian, by election.
Oct. 28 - Hayden Lake Area. Kootenai County, North of Coeur d'Alene.
Dec. 15 - Pinehurst-Kingston. Shoshone County, Western portion.
1976. Mar. 16 - Kootenai. Remainder of County, excluding previously established library units in Coeur d'Alene, Post Falls, Rathdrum, Harrison, Athol, Spirit Lake, and Hayden Lake District.
Oct. 13 - Teton County. Remainder of County joined Valley of Tetons District.
Dec. 13 - Clark County. The County.
1977. Nov. 15 - Wilder. Canyon County, same as Wilder School District.
1978. July 6 - American Falls. Power County, same as School District. (City of American Falls withdrew support from Association Library so the city could be included in the new District.)

APPENDIX

The Trustee of a Small Public Library..... p. 14
No. 3, Small Libraries Project Pamphlet

SAMPLE Public Library Policy Manual and Handbook..... p. 31

The Challenge of Trusteeship, From A-Z..... p. 35

The Trustee of a Library Cooperative System..... p. 36
Supplement C to Small Libraries Project
Pamphlet #3

...ship of a public library, regardless ...e of this library, involves many ...ties and complex relationships. A ...tee soon discovers that his over- ...ding is to work for the betterment ...ary and its service to the public.

...t way for the individual trustee ...s the all-important purpose of ...brary is to educate himself in ... He should also explore and use ...thods for broadening the library's ...ed facilities.

...s of small public libraries face heavy ...pon their versatility. Because small ...e restricted both financially and in ...trustees serving these libraries are ...s to be adaptable and resourceful ...public for successful operation of ... They must always be ready to ...their librarian and staff. Trustees ...ert to the possibilities of improv- ...ibrary's services by joining library

...systems within their region, thereby offering their patrons the total resources of the region.

The purpose of this pamphlet is to define the role of a library trustee in relation to his library, his librarian, and his community.

QUALIFICATIONS FOR A LIBRARY TRUSTEE

What makes an effective library trustee?

Perhaps there is no such person as the ideal trustee. However, a competent trustee possesses certain qualifications which he places willingly at the service of his library. He assumes the responsibilities of his position to the very best of his ability.

Consensus of library authorities and trustee associations shows that the following qualifications are required for effective trustee performance.

1. Interest in the library
2. Willingness to devote time and effort toward carrying out the duties of trusteeship

3. Boldness of purpose in recognition of the vital force of the library as a center of community culture, recreation, and continuing education
4. Interest in the community, which includes people of all age groups, and an understanding of its social and economic conditions
5. Ability to work with others—the other board members, the librarian and staff, and the public which the library serves
6. Open-mindedness, which includes the ability to hold strong convictions on any subject, while recognizing the right of others to disagree
7. Courage, enterprise, and mental resourcefulness to establish policies for the successful operation of the library and impartial service to all its patrons
8. Loyalty to the library and its improvement at all times

Practical business experience, clear-sighted political know-how, and the quality of leadership are invaluable assets to any library board member. Placed at the service of the library, these qualifications become dynamic contributions to the library's progress.

In former years, trustee appointments were often restricted to educators and members of what was considered the "cultured class." Today librarians welcome trustee appointments from all lines of business, industry, and the professions represented in the community. The young housewife with growing children and the retired person of mature years and experience bring to library trusteeship widely different viewpoints. Such healthy diversity is an asset to true community representation on the library board.

HOW LIBRARY TRUSTEES ARE APPOINTED

Public library trustees are usually appointed to serve, without compensation, by the governing body or official in charge of the political division in which the library is located. In some states, trustees are elected by the voters. Governors, county judges, mayors, city managers, city councils, and boards of commissioners are all appointing bodies for their various library boards. Terms of office vary widely from one locality to another.

Since these appointing officials can make or break a library's present effectiveness and future progress by the caliber of trustees appointed, it is extremely important that they be informed of the qualifications to be considered in making appointments.

Too much is at stake today, with increasing demands made upon libraries as cultural and educational centers, to leave trustee appointments to chance or political patronage. Appointing officials should be advised of the qualifications a good library trustee should possess and the importance of filling vacancies with candidates who possess them. Here is an opportunity for state trustee associations to render a signal service to the library cause, by sending to all appointing officials of their states a letter setting out qualifications necessary for a good library trustee, and stressing the importance of such appointments.

It is entirely in line with ethical procedure for library boards to communicate these facts to their own appointing officials. When a vacancy occurs, such facts may be accompanied by a list of suggested names of individuals who would be valuable library trustees. The scope and flexibility of listed

qualifications for library trustees afford appointing officials wide latitude of choice.

ORIENTATION OF NEW TRUSTEES

How does the newly appointed trustee learn what is involved in being a trustee?

Before the trustee's first board meeting, the chairman can extend a very helpful hand by following the Trustee Orientation Program developed by the American Library Trustee Association of the American Library Association. This program will briefly:

- summarize for the new trustee the meaning of trusteeship
- give him background information about his own library
- introduce him to staff members and familiarize him with the organization and administration of the library
- arm him with general information about the role of the library trustee at state and national, as well as local, levels

The new trustee should be given supplementary aids drawn from the recommended reading list for his personal self-education in the duties and implications of trusteeship.

Such a step-by-step program of orientation is invaluable to the new trustee at his first meeting. An orientation program helps him to participate immediately and actively in the work of the board by placing him properly in his new relationship to the library world.

The wise chairman also encourages the new member by giving him an assignment at once, thereby enlisting his interest and participation at the outset of his trusteeship.

The orientation program, plus a job to do gives the new trustee immediate identity and assures him that his contribution to the board will be both valued and welcome.

DUTIES AND RESPONSIBILITIES OF A LIBRARY TRUSTEE

What does a library trustee do?

Duties and responsibilities of the library trustee are manifold, and at first glance may seem to overlap those of the librarian. It should be remembered, however, that the library board has been created by law to act as citizen control or governing body of the library, while the librarian's training and experience are pointed toward administration of the library.

Where this difference of function is not clearly defined and mutually understood, effective and smooth-running library operation will be handicapped. Needless confusion may be avoided by the following clarification of the separate powers and obligations of the library board and the librarian:

DUTIES AND RESPONSIBILITIES

Of the Library Board

1. Employ a competent and qualified librarian
2. Determine and adopt written policies to govern the operation and program of the library
3. Determine the purposes of the library and secure adequate funds to carry on the library's program
4. Know the program and needs of the library in relation to the community; keep abreast of standards and library trends
5. Establish, support, and participate in a planned public relations program
6. Assist in the preparation of the annual budget
7. Know local and state laws; actively support library legislation in the state and nation
8. Establish among the library policies those dealing with book and material selection
9. Attend all board meetings and see that accurate records are kept on file at the library
10. Attend regional, state, and national trustee meetings and workshops, and affiliate with the appropriate professional organizations
11. Be aware of the services of the state library extension agency
12. Report regularly to the governing officials and the general public

Of the Librarian

1. Act as technical advisor to the board; recommend needed policies for board action; recommend employment of all personnel and supervise their work
2. Carry out the policies of the library as adopted by the board
3. Suggest and carry out plans for extending the library's services
4. Prepare regular reports embodying the library's current progress and future needs
5. Maintain an active program of public relations
6. Prepare an annual budget for the library in consultation with the board and give a current report of expenditures against the budget at each meeting
7. Know local and state laws; actively support library legislation in the state and nation
8. Select and order all books and other library materials
9. Attend all board meetings other than those in which his own salary or tenure are under discussion; may serve as secretary of the board
10. Affiliate with the state and national professional organizations and attend professional meetings and workshops
11. Make use of the services and consultants of the state library extension agency
12. Report regularly to the library board, to the officials of local government, and to the general public

It will be clearly seen that performance of these duties in roughly parallel areas should supplement and strengthen the positions of both board members and the librarian. The statutory board powers of supervising and controlling the library, dealing with real estate belonging to the library, and controlling its finances, cannot and should not be delegated. The board at all times must accept its legal responsibility.

The board must supplement its own thinking and discussions with the advice and suggestions of the librarian. The librarian, charged with responsibility for carrying out the board's policies and fortified by direct contact with the public, is often the most logical source of recommended new or revised policy for board action.

Indeed, cooperation is a key word with regard to a trustee's approach to his duties. Although there is a definite line of demarcation between duties of board members and the librarian, there should always be an atmosphere of friendly cooperation. Any disagreement among board members should be expressed in the board meetings. A united front should be presented to the public and all members should abide by the decisions of the majority in interpreting the library's policy. Otherwise, efficiency may be impaired by confusion.

ORGANIZATION OF A LIBRARY BOARD

How does a library board conduct its business?

Like every board of control, whether of a business or a public institution, library boards work most effectively when all members are present, and when the meeting follows a carefully prepared agenda. Presence of all members is taken for granted, since willingness to attend board meetings is a leading qualification of trusteeship. Only through active participation in the board's affairs can the trustee make his personal contribution. Regularly scheduled meetings should be held in the library.

Agenda should be prepared by the librarian, in consultation with the board chairman. A copy of the agenda should be sent to each board member prior to the meeting. Small libraries, as well as many larger ones, find it practical to appoint the librarian to act as secretary of the board, so as to benefit by the librarian's close contact and broad knowledge of the library's operation.

Chairmanship of a library board calls for leadership, tact, and constant awareness of the library's problems. Since these qualities, in some degree, should be possessed by every library trustee, the chairmanship should never be centered in one person indefinitely, but should be rotated democratically among the members of the board.

Honors and educational benefits, such as committee appointments and payment of expenses to trustee workshops and conferences, should also be rotated among board members, so that all may have the experience and knowledge accruing from these activities.

Bylaws governing board meetings should be a matter of record. The time spent in writing these will promote profitable discussions and evaluation. Having a written record will prevent possible disagreements or misinterpretations and assure continuity for new board members. Dates, time, and frequency of meetings, establishment of a quorum, appointment of special committees, and amendments to the bylaws are matters to be decided by each library board. Consensus of most

library and trustee literature, and handbooks of many state trustee associations, suggest the following order of business for meetings of library boards:

Roll call
Reading of minutes of previous meeting
Correspondence and communications
Report of librarian
Financial report and approval of expenditures
Report of standing committees
Report of special committees
Unfinished business
New business
Adjournment

Routine matters may be disposed of with dispatch. Library trustees add to the responsibility of serving as a board of control the duty of acting as a planning body for the library. Progressive steps in any library's growth are taken as the result of careful working out of creative thinking. Time should be reserved at board meetings for creative discussions of long-range plans, study of standards, and exploration of new techniques. Board action should always be pointed toward achieving definite objectives.

Effective trusteeship takes time. Willingness to spend time for board meetings, for specific assignments, for creative thinking and planning for the library is indispensable to carrying out the public trust vested in the library board.

EMPLOYMENT OF A LIBRARIAN

How does a library board go about employing a librarian?

First, the board makes an absolutely realistic appraisal of the situation: what qualifications its particular library requires in a librarian, and what the library has to offer a librarian. In making such an appraisal, advice from the state library extension agency will be found invaluable. Informed suggestions may point the way for the board to adjust its requirements or to increase the inducements offered applicants.

Once the board has worked out a sound basis for employment of a librarian, it will want to use approved sources of personnel information such as the state library extension agency, employment information in professional publications, and accredited library schools. References should be checked and personnel data evaluated, interviews arranged if possible with leading candidates (with the board paying all or part of travel expenses of applicants), and a decision made on the basis of who will best serve the library's program.

Small libraries frankly cannot compete financially with larger libraries for the services of trained personnel. However, the small library should be prepared to offer the best salary possible to secure the services of a qualified person.

The board of the small library should also be prepared to put forward the undoubted "added inducements" which enhance the job prospects. Often retired librarians of experience and competence welcome the challenge offered as head of a small, progressive library. Such persons should be selected according to the standard employment methods.

In most cases, the budget of the small library will not allow employment of professionally trained personnel and the position of librarian must be filled by a person without such training. Such librarians should be selected on the basis of interest in the library, practical competence in business administration, general education and reading back-

ground, and willingness to learn about library procedures and techniques. Avenues of learning are many: technical advice from the state library extension agency; attendance at in-service training programs; correspondence courses in librarianship; courses at nearby institutions; and, affiliation with the national and state professional associations. Benefiting by such increase of knowledge, the untrained librarian can do a creditable, and often commendable job, in carrying out the program of the library in the community.

Once the position of librarian is filled, the board members owe the incumbent loyalty and backing at all times. Disagreements properly belong in the privacy of the board room. Recognizing the librarian's strengths and human weaknesses, trustees of a small library will find many opportunities as board members and as individuals to cooperate with the librarian. Unity of purpose, cordial cooperation, and shoulder-to-shoulder effort on the part of librarian and board members are certain to build a better library.

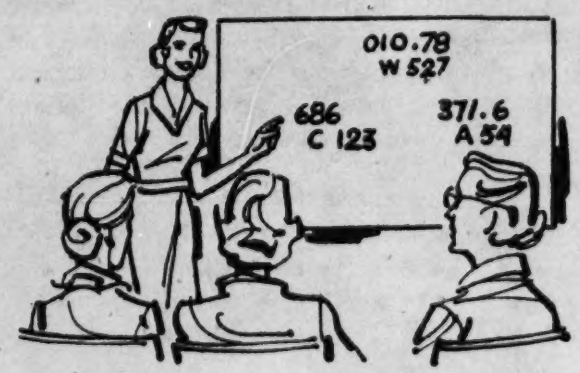
THE TRUSTEE AND THE LIBRARY STAFF

What should be the relationship between the library trustee and the librarian and members of the library staff?

As in every other business and personal relationship, an atmosphere of cordial cooperation and friendly interest is desirable. This does not mean that the board members should be influenced by a too-personal friendship for any staff member, nor by any personal bias that might develop. Administratively, a library operates best when the separate responsibilities of trustees and librarians are separately borne out, and where the board recognizes the librarian as supervisor over members of the staff. As the happy ship is not the ship where all discipline is relaxed, but the ship whose captain and crew work together in common cause, the smooth-running library has its own recognized chain of command.

As pointed out in earlier sections, board members must at all times demonstrate their loyalty to the librarian. If for any reason a librarian's services are felt to be inadequate or unsatisfactory, it is the board's responsibility to correct such deficiencies either by conference with the incumbent, or as a last resort by replacing him.

Once appointed, the librarian should be able to rely securely upon the backing of the board in carrying out the policies of the library. Genial cooperation between trustees and librarian in this common objective are invaluable in building a progressive library. The same friendly interest should prevail between trustees and staff members, always bearing in mind that the librarian supervises the internal management of the library.



Further education and training of both untrained librarian and staff members are investments in the future betterment of the library. Board members should consult the state library extension agency for advice as to methods of helping the library staff in such a program. Individually and as a unit,

the members of the library board can often arrange grants or scholarships toward complete professional training for library employees. Frequently such an arrangement is made with the pledge from the staff member to return to the library's employment for a given period, bringing to the library's services the advantages of professional training.

Recruitment of promising candidates to the profession of librarianship is one of the pressing problems of library work today. Every library trustee, therefore, should be aware constantly that the spark of interest shown by a staff member is worthy of encouragement. Today's untrained and inexperienced page may well be the brilliantly competent and highly trained librarian of tomorrow, provided proper inspiration and practical financial assistance are forthcoming. No library is so small or so lacking in resources that its board members cannot provide encouragement and cooperation to its librarian and its staff members in this important respect.

THE TRUSTEE AS POLICY-MAKER

Why is establishment of the library's policies so important?

Every library needs *written* statements of its policies, governing rules, and regulations to ensure fair and impartial treatment of all patrons and all employees. The board should also record in writing the library's objectives of service, together with its criteria of book selection.

Library boards should determine and record their policies on:

1. Hours open and hours of staff duty; holidays
2. Vacation and sick leave for librarian and staff
3. Salary schedule and personnel classification plan
4. Type and quality of books and other library materials to be added to the library collection
5. Charges for lost books; fines on overdue books
6. Services to schools and specialized groups
7. Special services (to non-resident borrowers; use of meeting hall, etc.)
8. Acceptance of gifts and memorials
9. Methods of extending services (branches, bookmobile, participation in system, etc.)
10. Public relations and publicity
11. Payment of expenses for trustees and staff to attend library conferences, workshops, and professional meetings
12. Payment of state and national association dues for board and library

The library board should be receptive toward needed changes and revisions of policy in order to meet situations which arise. This means periodic evaluation of service and goals. Policy statements should be clear, yet expressed in broad terms since they are a basis for procedure and do not include details of procedure. They should be in accord with the purpose and legal basis of the library. Once adopted, a policy should have the unanimous support of the entire board, librarian, and staff.

Trustees will find policy-making treated at some length in Winser's *A Handbook for Library Trustees* (Bowker, 1959), and in *Public Library Policies—General and Specific, Public Library Reporter Number 9* (ALA, 1960).

In such matters as book selection and censorship, trustees have the strong backing of the "Library Bill of Rights" adopted by the Council of the American Library Association in 1948 as revised in 1961, and the "Freedom to Read" statement endorsed by the Council of ALA in 1953.

THE TRUSTEE AND PUBLIC RELATIONS

What part does a trustee play in the library's public relations?

Every library trustee finds very soon after appointment that he shares, with the librarian, the staff, and the other board members, the role of forming the public "image" of the library. The librarian and staff, because of their daily and hourly contacts and patrons served, set the climate of the library.

In the final analysis, the owners whose requirements must be met are the citizens of the community. Any public relations program must be designed to reach these citizens and relate the library to them. Board members have the responsibility of effecting good public relations for their library in their contacts with the community at large. The trustee should remember that the public supports and owns its library, and the library board is appointed to govern this institution as a public trust.

Library trustees through their many and varied contacts in organized and social groups have endless opportunities to talk about library services and to explain library policies and needs. The conscientious trustee will never miss an occasion to build up good will for the library. He will make a special effort to keep governmental and legislative bodies informed of the library program. At the same time, he is sensitive to the citizen and community needs and demands which he translates into policy governing the library's services. The trustee in this way serves as an invaluable liaison between the library and the public.

Numerous channels are available, especially to the small library, for favorable library publicity. Small-town newspapers usually welcome a regular book review feature or stories about the library. Donated time on radio or television may be used for book reviews, calling attention to new books and materials received at the library, and to publicizing little-known services rendered by the library. When stronger financial support, a building and improvement program, or favorable tax legislation is needed, these channels of publicity become priceless assets to the library's program of progress.

The librarian and board members who are competent speakers can share these "image building" efforts to create favorable publicity for the library. If the subject in hand is a question in any degree controversial, it becomes the duty of the trustees, particularly the chairman, to be spokesmen for the library and to explain its policies in the matter.

NATIONAL LIBRARY WEEK AND TRUSTEES

Smaller libraries will do well to avail themselves of the ready-made public relations program which the annual National Library Week offers. National Library week becomes for many small libraries an open-house week, during which the public is specially invited to visit its library and become better acquainted with its facilities. National Library Week activity has produced favorable community action in carrying out improvements to the library through the emphasis on the library's services, its needs, and its plans. Such efforts need not be confined to one springtime week of the year but rather should be continuous on the part of library board members. ALTA adopted a resolution at its meeting in 1960 that "trustees should use National Library Week as a time to spotlight the needs and services of all the library resources in the community and to enlist the support of all citizen groups in a *year around* program." The resolution further recommends that trustees take the lead in forming local NLW committees, "composed of civic, educational, cultural and recreational leaders to promote better library service." A firm objective, or program of objectives, should be recommended to such committees by the library board, and efforts toward achievement should be pushed toward the goal throughout the year.

Public relations of the library should be a continuing year-around program, worked out by the board and the librarian cooperatively, and pursued every day of the week in order to assure public interest and support for the library's program. Libraries exist to bring together books and people. A public relations program is often the means of introducing the two.

THE TRUSTEE AND THE LIBRARY'S FINANCES

What does a trustee need to know about the finances of a library?

The simplest answer to that question is also the most truthful: Everything. Without a knowledge of what the library's resources are, what its financial needs demand, and what its growth and expansion entail, the board cannot make a move toward sensible planning of its operations.

First, every library trustee should know his library's financial background: the governmental body allotting the library's appropriation, the entire resources of tax monies for these purposes, and the library's fair share of such tax revenues.

Second, trustees of small libraries should ground themselves thoroughly in the financial needs of the library. The board acts as an advisory committee to the librarian in preparing the budget. It is the business of the board to spend the money, not to save it. Since the funds involved are public monies to be spent upon the public's business to meet a public demand, the trustee should be sure that the amount requested is sufficient to produce satisfactory library service.

Third, trustees should remember in preparing the library's budget that not only costs of daily operation as reflected in current expenses should be figured, but provision should be made for expansion of the library's services from year to year.

The board of trustees must be prepared to point out reasonable sources for needed additional funds, whether enlarged appropriation from the governmental body, a bond issue, or an upward revision of the library's

tax levy with the legal limit. Not only should the library board recognize the logical source of additional funds, but its members must be prepared to justify and defend the need for such expenditure. This will mean taking into account the total community budget and other community planning, and relating the vital needs of the library to the improvement of the community. Understanding and justification will be demanded by both governmental bodies and the general public, and it is the responsibility of the library board to create a favorable reception for such proposals.

It will readily be seen that a trustee informed in these matters must make a thorough study of tax laws governing his library. He must acquire a working knowledge of the provisions of any proposed library bond issue or tax levy. The library board bears legal responsibility for the use made of the library's funds. To carry this responsibility wisely, the library trustee needs to be fully informed of the library's financial affairs and to recognize the cost of strong library service.

Favorable tax legislation and bond issues do not pass by themselves, as every library trustee comes to know. Therefore, the library board also has the responsibility of leading an active campaign to educate the voters of the community about the library's needs. The library board should join with the state trustee organization in endorsing and working for any needed state legislation. Should a proposed county tax levy be the question, the library board can join with board members of other libraries throughout the country in working for a broader tax base for their libraries.

These are frankly political activities, necessary to foster the growth of a public institution through public monies. Library trustees are public officials, and to discharge their duty to the public trust they bear, they must, when necessary, step into the political arena at the local, state, and national levels in defense of their libraries. To do less would be to neglect the obligation assumed by every library trustee when he accepts appointment.

TRUSTEE ACTIVITIES IN THE LIBRARY WORLD

What is the trustee's place in the library world?

The trustee upon entering service on a library board, finds himself catapulted into a position of intimate relationship and direct control in a highly profesaional world. Like every other profession, that of the library has its own clearly defined standards, its own technical language, its own practitioners of the art. The trustee is apt to feel inhibited by this situation.

Once the trustee attains some degree of familiarity and working knowledge of the library world, his layman's background and viewpoint are definite assets. His background in the world beyond the limits of the library enables him to carry out his legally appointed function as citizen control of the library, acting as liaison between the public in general and the library. The layman's viewpoint is apt to be a fresh one, and brought to bear upon library problems, may well cast new and helpful light.

Many activities are open to the trustee. Participation in these activities will help the trustee gain familiarity with the library world, and a working knowledge of its operations.

NATIONAL AND STATE ASSOCIATIONS

First among these activities ranks mem-

bership in library associations, both the state library association and the American Library Association. No library is too small to participate in these organizations, and all have much to contribute and to gain from this participation. Such membership helps the trustee broaden his horizons and think in terms of libraries and not just a library. Most state organizations have a trustee section which devotes its program to discussion of trustee affairs and education in trusteeship. Active participation in the work of the state trustee organization brings the trustee into contact with the other library trustees of his state, enriching him in an exchange of knowledge and experience. Solutions for local problems are often arrived at by such pooling of ideas. The state trustee organization, in addition, offers trustees an effective instrument through which to work for library legislation, to endorse or oppose movements affecting the welfare of libraries, and to be heard as part of a state voice at the national level.

Membership in the American Library Trustee Association, the trustee division of the American Library Association, gives the trustee a broader arena of operations. ALTA presents each year, at the ALA Annual Conference, a national trustee workshop which generates ideas for participants to take home and put to work at the local level. ALTA also holds an annual session of the National Assembly of Library Trustees, whose delegates are chosen by the state associations to meet and discuss library and trustee affairs and to recommend policy for official ALTA membership action. Throughout the year, through its president and executive secretary, its committees, voluminous correspondence, and *The Public Library Trustee*—a quarterly publication distributed by state library extension agencies, ALTA works with the trustees of the country in an effort to broaden education in trusteeship, assist in solving trustee problems, and to make trusteeship count effectively in the over-all betterment of libraries everywhere.

ALTA membership, as well as membership in most state trustee associations, carries as a prerequisite membership in the library association itself. Too many trustees tend to narrow their horizons by participating only in the *trustee* activities of both state and national organizations. Attendance at general sessions of both associations will inform the trustee of the librarian's problems and their suggested solutions. Trustees must learn all they can about that professional world in order to act as liaison between the layman's world and the professional librarian's world successfully.

GOVERNOR'S CONFERENCES OF LIBRARY TRUSTEES

Statewide conferences of public library trustees, called by the Governor, have been held successfully in many states. Most of these states have found this method of trustee education so successful that many of them have held more than one such conference, while others plan additional conferences in the near future. The over-all impact of such a conference is reported to have such

direct effects as stimulation of widespread interest, implementation of library legislation, focus of attention on present deficiencies in the public libraries, and creation of a favorable library climate. Usually called to consider one central theme, such conferences offer one or two days of concentrated exposition and discussion by the best professional and trustee talent available.

FRIENDS OF THE LIBRARY

Friends of the Library groups are a boon to libraries of every size. The trustee represents citizen control of the library; the Friends of the Library represent citizen participation in the library. Close and cordial cooperation between the library board and the Friends produces many benefits to the library. Library trustees should assist in every way in the organization and activities of the Friends group, and the board should lead the way in defining the library's needs as goals for the Friends to attain.

Friends of the Library groups are citizens of the community whose awareness of the library and its importance makes them willing to work for its progress. Such groups determine their programs by the needs of the library and the community. According to local conditions, these groups have at various times and places worked to create public support and good public relations for the library; to encourage gifts, endowments and memorials; to raise financial support for special library projects and expansions not covered by the regular budget; to work for favorable library legislation; to increase hours of service offered by the library and to broaden its scope of service; to campaign for new library buildings, or improvement of existing buildings; to create public awareness of the library's place in the community. Other goals will suggest themselves, growing out of particular needs.

Smaller libraries, whose budgets often must be stretched to cover bare operational expenses, will find Friends groups resourceful and effective in providing not only support for increased facilities but for securing conveniences and materials which the library could not otherwise offer. In some libraries Friends share the work load as regularly scheduled volunteer workers. Friends of the Library sponsor projects to improve the library, volunteer practical assistance, and, in general, work untiringly to keep the library before the public as a community citizenship project.

Trustees wishing additional information about organization of a Friends of the Library group should request it from their state library extension agency, or direct their inquiries to the Library Administration Division, American Library Association.

THE OBJECTIVE OF THE LIBRARY TRUSTEE —IMPROVED LIBRARY SERVICE

What additional steps can the trustee of a small library take to achieve the objective of "constant betterment of his library and its services to the public?"

Trustees who have taken to heart the responsibilities of their office find that increasing knowledge of trusteeship brings ever-higher aspirations for the libraries they serve. Yet, faced with the twin problems of rising costs and growing demands upon the library, many library boards find themselves in a dilemma which neither careful planning nor practical contrivance will solve. The standards of minimum service to the community suggested by the American Library Association may recede into an impossible

distance. Financial resources of the library often fall far short of today's ever increasing and broadening demands upon its service. Many small libraries have a high per capita cost but still lack enough money to give adequate library service.

On every side, the board hears of the advantages offered by system libraries. Trustee conferences and workshops, the library periodicals and publications, all bring out the increased facilities offered by participation in a system. Reluctant to forfeit community identification with and local control of its library, the board of a small, under-financed library may hesitate to explore this avenue of relief.

The conscientious library board, however, realizes that in such circumstances the time has come to think creatively and to plan practically. Such a board, abandoning negative impressions of the system plan, should begin to investigate its possibilities. The American Library Association and the state library extension agencies stand ready to explain the workings of the system program in detail. The board of a small library owes its community the obligation of investigating a plan which has worked near-miracles of expanded service to small libraries all over the country.

The first discovery made by the board of a small library is that neither loss of local identity nor of local control follows adoption of the system plan. Certain legal and contractual obligations must be met, but the same conditions follow every business transaction into which the library enters. Personal adjustments must be made, as in every working relationship. But the fear that all member libraries in a system must necessarily be as alike as peas in a pod is groundless. Regional library systems were established for the purpose of improving and expanding existing library services. It is recognized that good library service is that service which best meets the needs of the individual community. To reduce all member libraries to unidentifiable sameness would be a self-defeating descent into mediocrity.

In the regional library system, small public libraries may receive from the regional library center books, periodicals, and related library materials; services of personnel, such as specialists in children's work, art, display, and public relations services; technical advisory service in building and weeding book collections and in book selection and purchase, use of space and equipment—all predicated upon the needs and demands of the community. The small library which joins such a system finds itself with almost unlimited resources to draw upon. Its board sees the library actually realizing expansion of services which had heretofore been but dreams.

The important additional step in trusteeship is suggested to trustees of small libraries: study the possibilities and obligations of the regional system plan. Every state library extension agency can advise of the program's workings in complete detail.

Every library trustee comes, sooner or later, to recognize the true significance of his responsibilities toward his public trust. The trustee of the small public library meets his larger challenge with self-education, enthusiasm for the job in hand, creative planning, and complete dedication to his library and his community.

Sample Bylaws

Article I—Name

This organization shall be called "The Board of Trustees of the _____ Library" existing by virtue of the provisions of Chapter _____ of the Laws of the State of _____, and exercising the powers and authority and assuming the responsibilities delegated to it under the said statute.

Article II—Officers

Section 1. The officers shall be a president, a vice president, a secretary, and a treasurer, elected from among the appointed trustees at the annual meeting of the board.

Section 2. A nominating committee shall be appointed by the president three months prior to the annual meeting who will present a slate of officers at the annual meeting. Additional nominations may be made from the floor.

Section 3. Officers shall serve a term of one year from the annual meeting at which they are elected and until their successors are duly elected.

Section 4. The president shall preside at all meetings of the board, authorize calls for any special meetings, appoint all committees, execute all documents authorized by the board, serve as an ex-officio voting member of all committees, and generally perform all duties associated with that office.

Section 5. The vice president, in the event of the absence or disability of the president, or of a vacancy in that office, shall assume and perform the duties and functions of the president.

Section 6. The secretary shall keep a true and accurate record of all meetings of the board, shall issue notice of all regular and special meetings, and shall perform such other duties as are generally associated with that office.

Section 7. The treasurer shall be the disbursing officer of the board, co-sign all checks, and shall perform such duties as generally devolve upon the office. He shall be bonded in an amount as may be required by a resolution of the board. In the absence or inability of the treasurer, his duties shall be performed by such other members of the board as the board may designate.

Article III—Meetings

Section 1. The regular meetings shall be held each month, the date and hour to be set by the board at its annual meeting.

Section 2. The annual meeting, which shall be for the purpose of the election of officers and the adoption of an annual report, shall be held at the time of the regular meeting in _____(month)_____ of each year.

Section 3. The order of business for regular meetings shall include, but not be limited to, the following items which shall be covered in the sequence shown so far as circumstances will permit:

(a) Roll call of members
(b) Disposition of minutes of previous regular meeting and any intervening special meeting
(c) Director's financial report of the library
(d) Action on bills
(e) Progress and service report of director
(f) Committee reports
(g) Communications
(h) Unfinished business
(i) New business

(j) Public presentation to, or discussion with, the board

(k) Adjournment

Section 4. Special meetings may be called by the secretary at the direction of the president, or at the request of _____ members, for the transaction of business as stated in the call for the meeting.

Section 5. A quorum for the transaction of business at any meeting shall consist of _____ members of the board present in person.

Section 6. Conduct of meetings: Proceedings of all meetings shall be governed by *Robert's Rules of Order*.

Article IV—Library Director and Staff

The board shall appoint a qualified library director who shall be the executive and administrative officer of the library on behalf of the board and under its review and direction. The director shall recommend to the board the appointment and specify the duties of other employees and shall be held responsible for the proper direction and supervision of the staff, for the care and maintenance of library property, for an adequate and proper selection of books in keeping with the stated policy of the board, for the efficiency of library service to the public and for its financial operation within the limitations of the budgeted appropriation. In the case of part-time or temporary employees, the director shall have interim authority to appoint without prior approval of the board provided that any such appointment shall be reported to the board at its next regular meeting.

Article V—Committees

Section 1. The president shall appoint committees of one or more members each for such specific purposes as the business of the board may require from time to time. The committee shall be considered to be discharged upon the completion of the purpose for which it was appointed and after the final report is made to the board.

Section 2. All committees shall make a progress report to the library board at each of its meetings.

Section 3. No committee will have other than advisory powers unless, by suitable action of the board, it is granted specific power to act.

Article VI—General

Section 1. An affirmative vote of the majority of all members of the board present at the time shall be necessary to approve any action before the board. The president may vote upon and may move or second a proposal before the board.

Section 2. The bylaws may be amended by the majority vote of all members of the board provided written notice of the proposed amendment shall have been mailed to all members at least ten days prior to the meeting at which such action is proposed to be taken.

Section 3. Any rule or resolution of the board, whether contained in these bylaws or otherwise, may be suspended temporarily in connection with business at hand, but such suspension, to be valid, may be taken only at a meeting at which two-thirds (_____) of the members of the board shall be present and two-thirds of those present shall so approve.

SMALL LIBRARIES PROJECT PAMPHLETS

and the

LIBRARY TRUSTEE

BACKGROUND: In 1956, The American Library Association adopted a new set of public library standards, *Public Library Service; a Guide to Evaluation with Minimum Standards*, which recommended that libraries work together in systems of libraries. Although there is progress in the formation of library systems, Trustees and Librarians in small communities continue to express interest in giving better library service at the local level. The idea of the Small Libraries Project is to assist trustees and librarians in planning and evaluating library services. The American Library Association received an initial grant of $60,040 to implement the idea and a subsequent grant of #31,602. The two year project was instituted on May 1, 1961 to conclude April 30, 1963.

Objectives of the project were: 1. To aid the trustees of public libraries in small communities to develop the best possible policies for good library service. 2. To assist the librarians of small community libraries who have not had the benefit of professional library training to effect the best possible administration and library program.

Project guidelines were: a. To be written for the librarian and trustees of public libraries in small communities. b. The materials would contain simple, clearly presented information on library procedures and policies. c. The materials would consider subjects in a broad sense. d. The materials would be for the operation of established libraries, only. e. Would stress the responsibility of the small public library for exercising a leadership role in the development of adequate public library service.

SUBJECTS: The basic pamphlets are: 1. The Public Library, A Tool for Modern Living; 2. The Small Public Library, Its Establishment, Organization and Development; 3. The Trustee of a Small Public Library; 4. The Library Staff; 5. Building & Maintaining the Small Library; 6. Organizing the Library's book collection; 7. Organizing for Good Library Service; 8. Reader's Guidance Service in a Small Public Library; 9. Reference Service's in a Small Public Library; 10. Library Service for Adults; 11. Young Adult Service; 12. Children's Services; 13. Small Library Building; 14. Library in the Small Community; 15. Telling the Story; 16. Cooperative Approach to Library Service; 17. Audio Visual Services; 18. Financial Planning; 19. Local History Collection and Services; plus supplements on subjects of weeding, the vertical file, etc.

The Small Libraries Project Pamphlets are available from Small Public Library, American Library Association, 50 E. Huron St., Chicago, Illinois. OR, ask your librarian for the pamphlets.

BENEFITS: *These pamphlets will help you to: Plan the future of your public library; will help you to become informed as a policy maker of an educational institution; will help you appraise your library's present programs and operations; will help you to plan the future progess of your library; will help you interpret the library program to the community and determine if the library is meeting the community's needs; and will help you plan activities for your community.*

HAPPY READING!

-30-

I. GENERAL OBJECTIVES OF THE LIBRARY.

The _____ Public Library attempts to make available to the public the best possible facilities for obtaining information and knowledge, for stimulating the search for new ideas, providing opportunity for acquaintance with the past and offering the pleasure to be found in books.

The board accepts as a major responsibility the continous exploration of ways to increase the number of library users and the amount of material circulated. It attempts to provide the widest possible range of opinion, ideas and information within its physical and budgetary limitations, while maintaining constant vigilance against intolerance, bias and censorship. The challenge presented by divergence of opinion is ever-present, and never more so than in the effort to maintain a library that will supply the needs of an entire community. Despite the changes in public opinion that may occur from one decade to the next, the library attempts to serve the community with a balanced collection in works of fiction and non-fiction.

The board affirms the principles set forth in the Library Bill of Rights and the Freedom to Read, both of which are printed in the Appendix.

II. SELECTION AND APPOINTMENT OF TRUSTEES.

City or municipal libraries are established and operate under the Idaho Code, Sections 33-2601, 33-2603, to 33-2608.

1. Number of trustees to be appointed.

A. A board of five library trustees, selected from the citizens at large, shall be appointed by the city council. Not more than one member of the city council may be a member of the board at any time.

B. The board favors the long-established custom of having five members appointed at large and a non-voting city councilman who attends board meetings and acts as liaison member for the board and the city government.

2. Term of office:

A. Library trustees shall hold their office five years from date of appointment and until their successors are appointed. The term of one board member will expire each year. Trustees may not serve more than two consecutive terms of five years each. (This is not mandated in the Idaho Code, but is policy adopted by Nampa Public Library Board.)

3. Organization of board:

A. Board officers shall consist of a Chairman, Vice-chairman, and Secretary, who shall be elected each year at the regular meeting in October. They shall take office on the following January 1st.

B. The chairman shall not be eligible to succeed himself in that office.

4. Vacancies:

A. All vacancies shall be reported to the city council within five days by the board of trustees and shall be filled by appointment in the same manner as appointments are made originally. Appointments to complete an unexpired term shall be for the residue of the term only.

5. Compensation:

A. No compensation shall be paid or allowed to any trustee.

III. POWERS AND DUTIES OF TRUSTEES.

1. The board of trustees manages and controls the affairs of the library. They shall make and adopt such by-laws, rules and regulations for their own guidance and for the government of the library as may be expedient. They shall determine any question of policy.

2. They shall have exclusive control of the expenditure of all monies collected for the library fund, and the supervision, care and custody of the library building. Such money shall be drawn from the treasury by the proper officers, upon properly authenticated vouchers of the board of trustees.

3. The board selects and appoints a librarian and assistants, prescribes rules for their conduct and fixes their salaries and duties.

4. The board adopts a yearly budget with the advice and assistance of the librarian, allocating the proper amounts for books, salaries, maintenance and other operating expenses.

5. The board, with the assistance of the librarian, must prepare the necessary and proper reports from the library for the city government and the State Library board.

IV. POWERS AND DUTIES HELD JOINTLY BY BOARD AND LIBRARIAN.

1. Both the board and the librarian shall be responsible for public relations and interpreting the library to the public.

2. The librarian and the board will work together in the preparation of the annual budget.

3. The librarian and the board will cooperate in obtaining adequate funds for library operation.

4. The purchase of books and library materials and the purchase of equipment shall be approved jointly by the librarian and the board. (See book selection policy, Section X).

V. OTHER DUTIES HELD BY LIBRARIAN.

1. The librarian is responsible for general administration and supervision of the entire operation of the library.

2. The librarian recommends employment of personnel and supervises their work. He establishes work schedules, handles personnel problems, maintains work records, prepares payrolls and is responsible for in-service training.

3. The librarian attends all or part of each board meeting, as desired by the board.

4. The librarian shall keep the financial records and present a summary at each board meeting.

VI. PERSONNEL POLICIES.

1. Trustees should designate official holidays when library will be closed, annual leave and sick leave for staff, minimum wage, etc. and make these a matter of record for the staff. As a general rule, they should conform to the regulations governing other city employees.

VII. WHO MAY USE THE LIBRARY.

1. The library will serve all residents of the city. Persons not residing within the city limits shall be required to pay an annual fee of $5.00 per family per year for the privilege of checking out books or materials. There is no charge for use of library materials on the premises.

2. The use of the library or its services may be denied for due cause. Such cause may be failure to return books or to pay penalties, destruction of library property, disturbance of other patrons or any other objectionable conduct on library premises.

VIII. SERVICES OF THE LIBRARY.

1. The library shall be open six days a week. Hours of operation shall be determined by the librarian and the board and shall be as long as possible within the limitations of budget, staff, and public need. Holidays shall conform to those of other offices in the city. Compensation for overtime shall conform to that of other city employees.

2. The library shall attempt to work closely with public school and college libraries in the city, eliminating duplication of specialized materials and services where this seems feasible.

3. Meeting rooms in the library shall be available for use by the public in accordance with the following regulations: *(to draft & include)*

IX. GIFTS AND DONATIONS.

1. Books and other materials will be accepted on the condition that the librarian has the authority to make whatever disposition he deems advisable.

2. Gifts of money, real property and/or stock will be accepted if they comply with state and city codes governing such gifts. (See State Code 33-2607)

3. The library will not accept for deposit materials which are not outright gifts.

4. All gift periodicals and materials accepted for display or use shall be labeled "Gift."

X. BOOK SELECTION POLICIES.

Book selection is probably the single most important area in public library policy and administration. The librarian and the board will rely on their best judgment, aided by reputable and recognized review sources and consideration of prevailing standards. They will consider with respect any complaint that is presented in good faith and in a reasonable manner by a qualified patron of the _____ Public Library.

1. The board will not consider the random selection of a passage taken out of contex a "reasonable" complaint.

2. The board will not consider a petition signed by a number of persons a valid complaint in and of itself unless each signatory complies with the standard procedure for entering a complaint.

3. Complaints will not be considered from persons ineligible to use the _____ Public Library (e.g. non-residents of the city who have not paid the non-resident fee, etc.).

4. All legitimate objections and grievances will be considered carefully and thoughtfully if the patron will fill out a form, provided by the library, giving the following information:

   Patron's name and address.
   Title, author and publisher of the objectionable material.
   Reasons for objections.
   An affirmation that he had read the material in question.

5. Complaints will be presented to the board by the librarian. The board will review the book and the complaint. No book will be removed from the whelves without approval of such action by a majority vote of the board of trustees.

   Notice of action to retain or remove a book will be sent to the complainant (s) in writing.

XI. PUBLIC RELATIONS AND PUBLICITY.

1. The board encourages the attendance of the librarian, the trustees and members of the staff at professional meetings insofar as time and sound budgeting permit. The board favors affiliation of the library with the major state and national library associations, and the payment of such dues as may be necessary from library promotion funds.

2. The librarian, as general administrator, shall handle items of publicity and promotion for the library. Routine items concerning the operation of the library may be released to news media at the discretion of the librarian. Any matter related to general library policy must be approved by the board (or the board chairman) before release to the media.

III. THE CHALLENGE OF TRUSTEESHIP, FROM A TO Z, by Edward Strable, *Executive Secretary, American Library Trustee Association*

A. *Attend board meetings.*
B. Employ a competent and qualified librarian at an adequate salary.
C. Provide an adequate and qualified staff to work with the librarian.
D. Establish conditions of employment and provide for the welfare of the staff.
E. Provide for building and space needs and maintain the library's property.

F. *Study the programs and needs of the library in relation to the community by keeping informed of community changes, trends, needs, and interests.*
G. Determine the purpose and objectives of the library and reexamine them periodically.
H. Determine and adopt written policies to govern the operation and program of the library, and assign the execution of policy to the librarian and the staff.
I. Study, adopt, and implement a clear-cut policy and procedure in the area of book selection and censorship.
J. Establish rules and regulations governing the use of the library, upon the recommendation of the librarian.
K. See that accurate records are kept on file at the library.

L. *Secure adequate funds from the appropriating agency, and from new sources if necessary, to carry out the library's program and to make the objectives for constantly improved service a reality.*
M. Administer gifts of money and property according to the terms of bequests.
N. Assist in the preparation of an annual budget.

O. *Establish, support, and participate in a vital public relations program for the library.*
P. Report regularly to the governing officials and to the general public.
Q. Coordinate library activities with those of public officials, civic groups, and other community organizations.
R. Contribute special knowledge of the community to library staff members so they can more effectively serve the community which supports the library.

S. *Know local, state, and federal library laws.*
T. Actively support state and national library legislation which improves and extends library service.
U. Know and understand the resources available through the statewide library development program and study the advantages of participation in the program.
V. Keep abreast of public library standards and library trends.

W. *Arrange, aid, encourage and attend regional, state and national trustees meetings and workshops for a fuller utilization of trustee talent and experience.*
X. Affiliate with professional organizations.
Y. Be knowledgeable of the services and activities of the state library.
Z. Encourage the recruitment of library personnel by assisting library agencies in their activities and by placing materials for recruitment in the hands of educational institutions.

SMALL LIBRARIES PROJECT, AMERICAN LIBRARY ASSOCIATION
50 East Huron, Chicago, Illinois 60611, 1972

THE TRUSTEE OF A LIBRARY COOPERATIVE SYSTEM

Supplement C to
Small Libraries Project
Pamphlet #3

THE LIBRARY COOPERATIVE SYSTEM

In response to the need to reach more people through better libraries and improved and expanded library services, many states have developed adaptations of the library system concept. These "systems" are usually cooperative organizations of the public libraries in a logical geographic area, formed for the purpose of serving member libraries and through them the communities encompassed; extending library services to those unserved; encouraging the formation of libraries of adequate size and resources in unserved areas; offering highly professional consultation services, and initiating cooperation between and among all types of libraries to expand access to information.

One of the first steps in the establishment of a system is the preparation of a written plan of service in response to the specific needs of the area served, with access to full library services as a primary goal.

THE GOVERNING BOARD OF A LIBRARY SYSTEM

Most library systems are guided by a board of trustees. Each board, like the system itself, may be highly individual in its structure. A common form is the board elected from among the trustees who serve on the boards of the member libraries.

System boards have essentially the same basic purpose as the board of any public library - to determine the policies under which the system staff will operate. However, the system concept is new enough and developing in so many directions as to have great influence on the kinds of persons who serve on system boards. The job is different from that of local trustee, yet similar in many ways.

A system trustee, for example, must concern himself with the problem of being a representative, aware of the varieties of communities, libraries, and problems affected by his decisions. It is difficult to represent the diversities in any one community; to represent an entire system is a greater challenge.

The system trustee must also attack a new problem. Survival and growth of the system idea depend upon elusive cooperative channels which are often blocked by interests which are parochial and even provincial and bound to the cherished local autonomy of libraries. The problem is to be able to see the future of the system and its path to success through the wilderness of conflicting interests, ideas, and barricades.

The position of system trustee demands a degree of detachment which many are unable to develop, and the discussions on system boards are peppered with, "MY library would not like this program," and "I couldn't sell this to the SMALL libraries," and "I think we are not ready to go THAT FAR."

When the system trustee sets out to protect his own and comparable libraries, he fails in understanding his role. When the system trustee ignores his own and other member libraries, he fails to use his knowledge positively. There is a fine line between these two responsibilities.

QUALIFICATIONS OF THE SYSTEM TRUSTEE

It is normal procedure in hiring a librarian to develop a job description and use it as an assessment of the merit of the candidate. System trustees usually rise to their jobs through a combination of local urging (You have the most time to do it), available time (to drive over there several times a month), positive interest (After all, you helped start this thing.), ambition (It's the next step up), and watchdoggery (Someone has to see that it's done right.). Rarely does anyone suggest what attributes are likely to be most desirable in a system trustee. The assumption is made that any local library trustee will do.

As a number of system librarian-directors can attest, the "any trustee: theory is a dangerous one. Local trustees can usually survive and even shine in the protective local setting of a smoothly functioning library with a good staff and solid public support. The system trustee must be a cut above.

A suggested check list for selecting or nominating a system trustee might include:

1. Does the potential system trustee have a grasp of contemporary opinion on library service, and does he express a commitment to broad service to many people?

2. Does he have knowledge of the territory or enough curiosity to quickly plug in the gaps in his knowledge?

3. Has his local board service been creative and supportive of progress toward better service?

4. Does he have some knowledge of how to start to organize the system, or how to plan for growth of a new or established system, and how to evaluate system progress? (Note the emphasis on HOW; he ought not to be fully equipped with preconceptions and criticisms.)

5. Is he willing to listen, but unwilling to delay needlessly making the hard decisions? Is he willing to see experimentation fail as well as suceed?

6. Can he divorce himself from the insular needs of his local library while at the same time using that library as one measure of system progress?

7. Is he willing to speak forcefully for libraries - to the source of funds and the cedision-makers at legislative levels?

8. Will he take the time he says he has to read and learn in this new field?

9. Will he insist upon hiring the most able people available - and will he know what to look for in the top executive post?

10. Will he be able to see deficiencies and move to correct them even when they affect a favorite personal project?

This is not the conventional list; it is a realistic look at how the system trustee DIFFERS because his job is different from that of local trustee.

THE RESPONSIBILITIES OF THE SYSTEM TRUSTEE

We have touched upon responsibilities in suggesting the kind of trustee needed for a system board. Again, a list of usual duties may be useful in assessing how best to structure a board, direct its organization, acquire its membership, and assign its other-than-legal responsibilities.

The system board has changing responsibilities determined by the age and status of the system.

Organizing a System: At some point in every system genesis, there will be a first board, which will have the job of start-up. At this point, the duties are endless until the board recruits its first director. The board's job is to look ahead far enough to see what kind of talents are needed without lashing the system to a rigid program in advance of the arrival of professional help.

Most early boards will opt for a director with educational qualifications, administrative experience, and a wide background in staff-building. They will outline basic requirements and move rapidly to the hiring stage while keeping up the enthusiasm of member libraries expecting overnight results. At least part of the board should be assigned to get to know the member libraries and their boards and even to begin to list the priorities of the members for the quidance of potential director candidates. It is obvious that if the system concept has been sold to a group with the promise of instant access to information, the incoming director ought to know this. The board should also be strong enough to tell him that no program has been nailed down tight. Professionals prefer an opportunity to initiate and participate in planning.

Once the director is on hand, the board needs to plan with him for the use of available funds in pursuit of objectives which will be refined together. A good board solicits advice from member libraries at this point. The invitation to make suggestions should be freely made, and the response considered valuable input. It is clear from a fair amount of existing experience that early efforts to be responsive to what the libraries consider their needs are important in the continuing battle to keep the system truly "cooperative."

The Start-Up Period: The early days of system operation are never forgotten by libraries and librarians disposed to feel that autonomy-protection is their mission. They will be resentful of dictates, especially by a system staff which is and should be of high educational and professional attainment. They will want immediate evidence that the system is really going to be effective in improving library services.

The system board needs to be alert to the signs of discontent. This may mean quick decisions and a heavy push for a specific program, even while thorough planning is going on. This is the age of instant satisfaction, and the agency which can supply it makes an impression.

It is the board's function during this time to pick the trees it wants as the start of the forest. It cannot permit its director to concentrate solely on acquiring space, staff and materials for a headquarters to the point of perfection. It must expect service progress even at the cost of much free overtime. Systems do not have time to reach maturity before beginning to serve.

It is also the board's function to serve as a foil to the director. He must be allowed to speak freely, to test his ideas. He also must be permitted to succeed. In short, the start-up board, having hired the best director it can find and afford, must place great confidence in that person and both urge and permit him to get the system humming.

The Second-Round Trustee: The trustee who comes to the system board after the first members have started the operation must be cut from a special cloth. He must brief himself on what the system has done and is trying to do - and hold his tongue. Chances are the system has not pursued exactly the course he would have preferred from his vantage point as a user. His local board has probably complained, or been complained to, about the failures or shortcomings of the system. Or, he may be an uncomplaining supporter coming to the board in euphoric mood. The ideal would be something in between: a trustee who knows what the system is doing, has watched the service at his library level, has some idea of the problems and potentials, and expects to be a working member of the board -- neither uncritical supporter nor reform-the-system harper.

The Established System: Some systems are already old enough to be operating with trustees who have never known the library without system services, and those who were little involved in the early days. Frequently, these trustees come to a plateau of system development. The problems are few, and the staff copes with them. The first fears of system takeover have subsided, and local libraries are making full use of the services. When the system has been well developed and has reached a plateau of service, the director and trustees must recognize and welcome the opportunity to explore new programs.

The System in Trouble: So far, systems have been threatened mainly by loss of funds. When governmental generosity cannot be continued, the system is faced with folding or finding new funds. Situations vary so much from state to state that solutions cannot be suggested in this publication. It should be said that trustees need to be aware, at every stage of system growth, that funding may become a problem. This is reason enough to pursue two paths: public relations and accountability.

The system and its trustees will have a joint responsibility to see that all "publics" are informed of the existence of the system and its services to and through local libraries. Unfortunately, there are local libraries which pretend that all that extra service is their contribution. They should have credit for their astuteness in joining the system and for innovative and quantity use of system services, but somewhere the system itself must be recognized. Were a good system to stop, local libraries can hardly explain that they have been cut off by some mysterious outside force. The thrust of system public relations may well lie in helping local libraries to be more visible, but systems had better let the world of the influentials know what they are doing if they hope to continue solvent.

Accountability is a useful word but one which means little to most libraries. Libraries which have money accept it as their due for the greatness of their mission; libraries which have funds cut tend to accept as their job the conserving of money. Few libraries are loud in defending their need for money or in "accounting" for its use. When libraries learn to tell what they do in a more salesman like vocabulary, when they learn to show what they have accomplished, when they can justify expenditures by examples of help to those who need it - then libraries will begin to compete successfully for public funds now enjoyed by the more mundane services of local government.

Systems may be rather more successful than a local library in the art of accountability. They should be honestly able to say, "We made it possible for that local library to ....."

DUTIES OF THE SYSTEM BOARD

Through all stages of system development, a trustee board is involved. A fair summary of that board's duties and responsibilities might read:

1. Constancy in making information available to system members on the state of the system and its needs as well as its programs and services.

2. Selection, and reliance on, a director who is capable of leading the system into activities which quickly justify and constantly enhance the system concept of service.

3. Continuous evaluation of the system with emphasis on meeting the needs of member libraries and their peoples.

4. Seeking secure sources of necessary funds for the present and future.

5. Prompt decision-making in the policy field with regular review of progress. Consideration of problems on a factual basis with adequate input.

6. Concern for the problem of being representative of the member libraries and those they serve.

7. Commitment to the system concept as a method of obtaining better library services, with an open approach to changes as evidence of better methods is available.

8. A national viewpoint of library service translated to the local level.

9. Dedication to the job of trustee, and vision to see the position as one of leadership and learning, liaison and leverage, public relations and private support.

10. Willingness to step into a job and ultimately to step down, coupled with positive identification and recruitment of the next wave of trustees.

THE ORIENTATION OF THE NEW SYSTEM TRUSTEE

It is to be hoped that a new trustee joining an established system board will have followed the system meetings. As a minimum, he will be familiar with the ordinary procedure through his local board experience. The job of the system board is to transform him into a system trustee. This is done by experience, but accelerated by a planned orientation program which honors the trustee by assuming that he is capable and concerned.

Elements of such an orientation might be:

1. An invitation to meet with the board president and system director for a tour of headquarters, a look at several member libraries, an opportunity to talk to staff in an area of special interest, and a subtle introduction to the work of the board through accumulated material.

2. Provision of an overview of RECENT activities of the board; an annotated agenda and marked minutes may be adequate to keep the new trustee from embarrassing himself with uninformed questions.

3. An opportunity to meet other members of the board over pre-meeting coffee or other semi-social device.

4. Instructions to the director to supply new members with background information when old agenda items reappear.

5. An opportunity for the new member to tell the board of his own library and his reactions to system services and his special abilities or interests.

6. Early assignment to a committee, task force, or special job.

7. Respectful consideration of the new member's suggestions, even if the ideas were discarded many moons ago.

8. A news release from the system to local papers about the naming of the new board member.

This is not the usual introduction-to-the-back-room kind of orientation. It is a gradual acceptance and use of the new member's talents and a warm welcome to the business of growing with the board in capacity to govern.

The teacher-pupil relationship common to most orientation programs does not orient; it bores and probably destroys the ego of the trustee. Letting him learn gradually through gentle regard for his newness is far more effective.

THE FORMALITIES

This category includes such routine but important matters as how the board works, the need for and extent of policies, relationship to director and staff, budgeting, approaches to problem-solving and the personal growth of trustees.

Many of the precepts in these areas are in Pamphlet No. 3 of the Small Libraries Project - THE TRUSTEE OF A SMALL PUBLIC LIBRARY, to which the reader is referred.

It is assumed that the trustee of a system is different from the trustee of a library. His system trustee office carries with it a greater commitment in time - for attendance at meetings, exploration of issues, contacts with member libraries, and programs well beyond the demands of the local library.

It is well, therefore, to review some of the strictures which have special relevance to the system trustee.

GUIDELINES FOR SYSTEM TRUSTEES

1. Provide formal by-laws and procedures for the board so that clarity prevails over the "How did we do it last time?" syndrome.

2. Discuss the role of the officers of the board: How much authority does the president have to act in an emergency? Does the treasurer supervise any employee? Is the secretary expected to take minutes?

3. Understand, and review periodically, the responsibilities of the director with emphasis on the authority of a member of the board to direct his actions. Be sure that new board members understand the lines of authority and the expectations of the board as to reporting from the director on day-to-day operations. Adopt sound personnel policies and procedures for system staff.

4. Tell the director what the board expects. Commit some of the obvious details to paper. With a new director, relax as the board and director learn together.

5. Move board meetings along with precise and supported agendas, good management from the chair, and a neat division of time among the talkers and the less vocal. Base decisions on how well they carry out the goals. Review and revise goals from time to time.

6. Expect good reporting from the director on his staffing problems and evaluations, but keep out of day-to-day operations and NEVER tell staff what to do except through requests of the director.

7. Do NOT, however, be mesmerized by the director. Be alert to catch any cover-up. Remember that indifferent performance will be blamed on the board.

8. Back the director - especially if he's right. When he's wrong, counsel him to admit it and suggest a solution. If the flak continues, the board has to become involved and should have procedures for handling complaints.

9. Fire the director if you have to - but only for good cause and after efforts at retraining. Be sure you have an impasse.

10. By all means, join state and national library associations and participate. Make participation a two-way street. Your experiences as a system trustee are invaluable to others, and problems tend to wear similar faces in many places.

11. Reward performance. Give money when you can, plus praise and promotion when justified. The staff should know that the board is not dedicated to a financial lid.

12. Make the budget a planning tool and operations guide. Build into it the system's aspirations. Periodically, start by asking what the system wants to do rather that what it can afford to continue or expand. Be willing to drop the program that failed and try something new.

SUMMARY

This publication can only outline briefly some ideas for trustees and librarians working in the system setting. Each system, each board, each community and each individual varies, and this variety is the strength and the weakness of any institution. The best trustees are those who adapt to working with others and who respect differences of opinion and modes of action.

But the system idea is the forerunner of greater cooperation between and among libraries and other public institutions. System trustees and directors are privileged to be in a position to demonstrate how a system can be made to work.

The library, as the public institution best able to serve ALL of the people, is now learning how to operate through systems, Creative librarians and trustees are needed who can bring libraries to the people, thereby soliciting the public's support for excellent library programs.

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A TRUSTEE'S GLOSSARY OF LIBRARY TERMS

AMERICAN LIBRARY ASSOCIATION (ALA). *A national professional organization which includes all types of libraries, librarians, and trustees.*

ANNUAL REPORT. *A report describing the operation of the library, or any society or agency, during one fiscal or calendar year.*

BUDGET. *Represents in dollars and cents, the plan for operating the library within an anticipated amount of income during a specified period of time.*

CONTRACT SERVICES. *Services a library gives or receives as a result of formal agreement with another participating agency; specifies money and services.*

HEALTH INFORMATION RETRIEVAL CENTER (HIRC). *An organization (in Idaho) which provides health sciences information to health professionals in Alaska, Idaho, Montana, Oregon and Washington when local health sciences libraries cannot provide information.*

IDAHO LIBRARY ASSOCIATION (ILA). *Statewide professional organization (for Idaho) which includes all types of libraries, librarians, trustees, and friends.*

IDAHO STATE LIBRARY (ISL). *A State Agency which fosters and promotes library service in the state of Idaho.*

INTERLIBRARY LOAN. *A loan of library material by one library to another library.*

LIBRARY SYSTEM. *1. An organization based on a plan in which library units work together, sharing services and resources in order to improve services to library users. 2. A consolidated library organization with a central library and several satellite service units. Also called a Cooperative System.*

NATIONAL LIBRARY SERVICE FOR THE BLIND & PHYSICALLY HANDICAPPED (NLS). *Located at the Library of Congress, Washington, DC. Provides special disc and cassette machines, books and magazines, braille materials, etc. for the blind and physically handicapped users in the United States. See also: REGIONAL LIBRARY FOR THE BLIND & PHYSICALLY HANDICAPPED.*

NETWORK. *An organization of autonomous libraries geographically dispersed but joined to share resources and promote cooperation.*

PACIFIC NORTHWEST BIBLIOGRAPHIC CENTER (PNBC). *A book catalog of library holdings in various libraries in Alaska, Oregon, Washington, Idaho, Montana, British Columbia, Saskatchewan and Alberta, Canada. Members borrow library materials from each other through interlibrary loan.*

PACIFIC NORTHWEST LIBRARY ASSOCIATION (PNLA). *A regional association which includes all types of libraries, librarians and trustees from the states of Alaska, Idaho, Montana, Oregon, Washington, Alberta, British Columbia.*

PACIFIC NORTHWEST REGIONAL HEALTH SCIENCES LIBRARY (PNRHSL). *An organization which provides health sciences information to health professionals in Alaska, Idaho, Montana, Oregon and Washington when local health sciences libraries cannot provide information.*

REGIONAL LIBRARY SERVICES FOR THE BLIND & PHYSICALLY HANDICAPPED. *The Idaho State Library has been designated a Regional Library by the Library of Congress and is responsible for providing library materials for blind and handicapped patrons of Idaho.*